Stage 2 – Implementation Planning Workshop
KCIT Organization Development

1:00 **Welcome**
- Introductions
- Purpose
- Overview of Agenda

1:20 **Stage 2 - Expectations and Activities of Transition Teams**
- Schedule
- Work Activities
- Steering Committee

2:30 **BREAK**

2:40 **A Brief Look at the Context for Your Work: Concurrent Re-Org Projects**
- Overview
- Communication
- Culture Change
- Technology Initiatives

3:10 **Questions and Answers**

4:00 **BREAK**

4:10 **Team Launch – Activity 6 – Setting Objectives**

4:50 **Next Steps, Last Questions**

5:00 **Adjourn**

Activity 6 Instructions and Worksheet:

CREATE CHECKLIST OF ISSUES AND OBJECTIVES FOR IMPLEMENTATION

PURPOSE

The purpose of this work product is to confirm your team's mutual understanding of the issues that need to be addressed and your objectives for implementation. This work product is primarily for your own internal purposes and will also be helpful in the later activities.

INSTRUCTIONS

Use the following table to develop a checklist of issues and objectives for your Department IT Implementation Plan. Use the critical issues and success factors you identified in Stage 1 – Work Activity 5. (If you did not complete the success factors, you should do so.) Note: the tables allow you to group the issues by year, which will help you start to think about the phasing of your plan.

1. **Add anything to the list of issues that is missing** – i.e. issues that need to be addressed as part of implementing your approved structure. As you uncover other issues in the course of your planning, you can add them to the list, if that is useful to you.

2. **List one or more objectives related to each issue.** The objective(s) should relate directly to the goal of implementing your new departmental structure and will be most helpful if they:

   - are clear, concise, and understandable.
   - begin with an action verb.

   A sampling of issues and possible objectives drawn from the Departments' Work Activity 5 are provided below.

3. **Keep this worksheet handy while you are doing the workplan and check off when you have fully addressed an issue in your workplan.**

EXAMPLES OF ISSUES AND POSSIBLE OBJECTIVES:

DCHS	*Issue:*	Web development vs web content management
	Objectives:	Decide where web content management will be provided. Decide how to provide web development.
DDES	*Issue:*	Unfunded IT supervisor position
	Objective:	Fill the new IT supervisor position.
DNRP	*Issue:*	Matrix requirements/working relationships
	Objective:	Modify job expectations to support new matrix requirements.

Activity 6 Worksheet
Department __________________

2008 - 2009

Put "X" when completed	Critical Issue/Critical Success Factor	Objective(s)

2010 - 2011

Put “X” when completed	Critical Issue/Critical Success Factor	Objective(s)

Activity 7 Instructions:
PHASING INTERIM STRUCTURE(S) & STAFFING

PURPOSE *The purpose of this work product is to enable you to identify the phases of your transition process and any interim structures that will represent mid-steps toward your approved final structure.* ***If you expect to implement your final future structure by March 2009, you do not need to provide this work product.***

INSTRUCTIONS

As you complete the two work products described below, keep in mind the following:

1. **All IT staff must report to the ITSDM no later than March 31, 2009.**

   This means that the ITSDM or designee will set IT work priorities in coordination with the business managers and Directors, be accountable for the IT services, approve staff time off, and be responsible for IT staffing decisions.

2. **Approach the work products in the order that works best for your team.** You may find it necessary to work on Activity 8 – Workplan at the same time and interactively with determining your interim structure(s).

3. **As you design your interim IT structure(s), think about the following questions**:
   - What changes to the structure are achievable in 2009?
   - How can you limit the number of phases or steps?
   - Is the phasing of your structure tied to time and budget – or are there other dependencies? (e.g. availability of skilled supervisors, unresolved bargaining issues)

4. If you have found that you can only move from one phase to another if some objective is met, be sure that objective is in your workplan.

Work Product 7: Phasing and Interim Structure(s)

1. Working backward from your approved future structure, identify the phases and interim structures needed to transition you from your current structure to your approved future structure. Draw, in Visio, any interim structures. Identify them as Phase 1, Phase 2, etc.

   Note: Small intermediate changes, such as changing a single shadow position to an IT position, do NOT constitute a phase, but should simply be noted in your Workplan (Activity 8).

   However, changes involving groups of staff DO constitute an interim structure.

2. Complete Worksheet 7, which provides a place for a brief narrative description of the phasing and the rationale for the phasing strategy. The rationale should explain why a phase is needed.

   Examples of a rationale are:

   – The goal is to start small, have a success, and demonstrate to the Department that the reorganization can be successful.

   – The department cannot fund the final complement of positions until 2010.

Worksheet 7A
Description and Rationale of Phases

Department ____________________

Phase	**Brief Description**	**Rationale**
1		
2		
3		

Activity 8 Instructions:
IMPLEMENTATION WORKPLAN

PURPOSE *The purpose of this work product is to develop a workplan for implementing the new Departmental IT structure. The workplan will serve to communicate to the CIO, the Department Director, and all managers and supervisors, as well as Labor, the steps that will be needed, who will be involved and accountable, and the timeframe. It will serve as a tool for the ITSDM in managing the implementation and a monitoring tool for KCIT management.*

INSTRUCTIONS

1. There are **two separate sections of the workplan** based on time period:
   a. January – December 2009
   b. 2010 – 2011

   The **level of detail** requested for 2009 is more than asked for 2010-2011. It is expected that the workplan for 2010 will be revisited and refined in the last half of 2009 in the context of budget planning.

2. The objectives of your workplan should match those on your checklist. (Activity 6)

3. All workplans must include at least one **objective related** to documenting and training for formal **matrix** relationships and methods of supporting informal matrix relationships.

4. For each major action needed in 2009 to achieve that objective, identify the start and end date of that action.
   a. For the January – March time period, state the start and end date as **month/day.**
   b. For the April – December time period, state the start and end date as a **month.**

5. For the 2010 – 2011 time period, state the **year** in which the action should take place.

6. For each action, identify who the **responsible person** is. This should be someone with the expertise and the authority to lead this particular effort and make it happen. It does not mean that they are necessarily doing all the work.

7. Also identify **who needs to be kept informed and who needs to participate**, for example by providing input or feedback.

8. Once you have a sense of who needs to be informed or involved, take another look at the timeframes. Make any needed adjustments.

9. Use the column "Important considerations and Resource Needs" to keep brief notes on what you need besides time and people to complete the action or to note how this action links to another – or any other consideration you don't want to forget.

Tip: Responsible Persons & Key Stakeholders

In some cases, one person will be responsible for the whole objective. In others, there may be separate persons identified for each Action.

Stakeholders can be either positions or groups.

Work Activity 8
Re-Organization Implementation Workplan January – December 2009
Department: ________________________

Objective:						
Action Steps: *What activities will need to occur to meet this objective? In what order and on what schedule?*	**Start Date**	**End Date**	**Responsible Person(s):** *Who is accountable for making sure this step is completed?*	**Key Stakeholders** Inform *Who will need to be in the loop?*	Involve *Who will need to participate?*	**Important Considerations and Resource Needs** *What else do you need to complete an action step – e.g. space, HRD support, a decision on an inter-dependent issue, etc.*

Work Activity 8
Re-Organization Implementation Workplan 2010 – 2011
Department: _________________________

In 2010 – 2011

Objective:

Major Tasks: *What are major steps that will need to be taken to achieve the objective?*	**Year**	**Key Stakeholders:** *Who will need to be involved in carrying out the tasks?*	**Important Considerations and Dependencies:** *What needs to happen before you undertake a major task? What resources do you need?*

Activity 9 Instructions and Worksheet:
CREATE CHARTER FOR EACH FUNCTIONAL AREA

PURPOSE *The purpose of this work product is to develop a description of the service activities expected from each functional area within your IT structure. In addition, the Functional Area Charter should specify the formal agreements needed to ensure effective communication and coordination between IT functional areas and between IT and business divisions.*

INSTRUCTIONS

1. The Activity 9 worksheet provides a template for a Functional Area Charter. The nomenclature of the functional areas is drawn from the department X model. If your department has elected to use different nomenclature or different groupings, change it on the charter.

2. For each functional area, describe the key responsibilities and services to be performed by that functional group. Use verbs such as:

Develop	Assess
Maintain	Report
Coordinate	Administer
Monitor	Plan

3. After you define the service expectations of each area, describe the formal agreements that will be needed to support communication and coordination between:
   - the IT function to other IT functional areas within KCIT.
   - IT functions and the business divisions of the Department.

   Formal agreements might include specific meetings designed to communicate and coordinate across functions, project management processes, and other mechanisms for ensuring strong working relationships. (These should match any addressed in your implementation workplan.)

4. Be succinct and clear. Limit yourself to **one page** for each functional area.

Activity 9 Template: Charter of IT Functions

Department ___________________________________

Functional Area*:* *Network Operations*

Responsibilities and Services:

Agreements to support communication and coordination with other IT functions include:

Agreements to support communication and coordination with the business functions of the Department include:

Functional Area: ***Database and System Operations***

Responsibilities and Services:

Agreements to support communication and coordination with other IT functions include:

Agreements to support communication and coordination with the business functions of the Department include:

Functional Area: ***Business Solutions***

Responsibilities and Services:

Agreements to support communication and coordination with other IT functions include:

Agreements to support communication and coordination with the business functions of the Department include:

Functional Area: ***Finance and Administrative Services***

Responsibilities and Services:

Agreements to support communication and coordination with other IT functions include:

Agreements to support communication and coordination with the business functions of the Department include:

SUMMARY OF SYSTEM ISSUES CRITICAL TO IMPLEMENTATION OF STRUCTURE CHANGES

(BASED ON WORK ACTIVITY 5 COMPLETED BY DEPARTMENT TRANSITION TEAMS AND STEERING COMMITTEE)

CRITICAL ISSUE	DISPOSITION
ISSUE 1: JOB CLASSIFICATIONS – APPROPRIATENESS There are a number of areas requiring assessment and recommendations that will affect all Executive Branch Departments and Central IT: • Positions whose classifications need review because questions exist about whether the body of work is correctly classified. This includes positions that are currently considered non-IT that may be IT, and vice versa. • New positions for which a classification needs to be determined. • Blended positions – namely positions that combine non-IT and IT functions – which provide efficiencies to Departments in certain situations. Factors that need to be taken into account include both the nature of the work and the percent of time that is devoted to IT activities.	1. Central IT HR will review and compile "Work Activity 5b - List of Positions Whose Classification Should be Reviewed" to determine how many positions are of concern and identify any specific types of positions which are of concern to a number of departments. 2. A sub-committee of the Steering Committee made up of the HRSDM's of the Executive Branch Departments will review and assess positions of concern to determine what should be referred to Class Comp for review. 3. The sub-committee will also assess the issue of blended positions and make a recommendation about how, when they add value to the business, they can be preserved while supporting the accountability for IT services required by the KCIT reorg. 4. The sub-committee will present its recommendations to the Steering Committee on November 5.
ISSUE 2: JOB CLASSIFICATIONS –CONSISTENCY As IT staff become a more cohesive whole, they are likely to compare their workload, responsibilities, and working conditions with others in their same job classification and may find that the work is very different depending on the department they are in, or conversely, may find that they perform similar work but have different classifications. This could lead to dissatisfaction, whether their observations are accurate or not. This is likely to be of particular concern in two areas: • IT supervisors and managers whose classification are believed to vary from Department to Department. • IT staff who do similar work and are being brought together in the same work unit through the reorganization, but are represented by different bargaining units.	1. Transition teams should identify any new positions, including management positions, and work with Central IT HR to assure that they are appropriately classified, and set a new base standard for those types of positions. 2. A plan for reviewing IT positions for consistency will be in place by the 4th quarter of 2009.

CRITICAL ISSUE	DISPOSITION
ISSUE 3: NEW OR MODIFIED IT MANAGER AND SUPERVISOR POSITIONS The future structures of a number of Departments require either new supervisory positions (because IT staff are currently supervised by non-IT managers) or supervisory roles, which are expanded through an expansion of the span of control. This raises a number of related concerns: • Most Departments do not have the budget in 2009 (and perhaps in 2010) to fund new supervisory positions. • Existing IT leads may not have the management skills to step into the new positions.	1. Central IT HR will review the future structures and “Work Activity 5b - List of Positions Whose Classification Should be Reviewed” to determine where the greatest gaps exist and whether there are opportunities for re-deployment of supervisors or leads across KCIT. 2. The HRSDM sub-committee will review the findings and work with Central IT HR and HRD to determine next steps. 3. Budgetary gaps, which cannot be resolved, will be referred to the CIO and Department Directors.
ISSUE 4: SKILL LEVEL OF IT STAFF A number of Departments identified that some IT staff, who have been supervised over the last years by non-IT managers, may not have IT skills which are current or meet KCIT standards. Assessment and training will be needed and Departments do not have the budget or the supports to carry that out.	This is an area that will be addressed by Central IT HR and the ITSDMs once the transition to the new structure has been made.
ISSUE 5: THE COLOR OF MONEY Most, if not all, Executive Branch Departments support IT services at least in part with dollars from special revenue funds, enterprise funds, or grants which may not be co-mingled with other revenue streams and must be dedicated to specific uses. As IT is centralized within a Department, accounting methods must be established for tracking these funds and assuring they are auditable. This issue is also integrally entwined with Issue 5 related to the budget and finance systems for IT.	

Critical Issue	Disposition
Issue 6: Budgeting and Finance Systems for IT The capacity of Departments to identify, budget, and track their IT costs varies greatly. Some Departments have no separate IT budget, others of IT staff who are paid through two different payroll systems and costs which are tracked through two different budget systems. There is a need to have: 1) a consistent approach to allocating revenues and tracking IT expenditures in a manner that meets all legal requirements and 2) the ability to roll up IT costs across the Executive Branch in a consistent manner so that IT resources can be managed effectively.	1. A sub-committee of the Steering Committee will be established made up of one Finance Director or Manager from each of the Executive Departments, Central IT, and OMB. 2. The sub-committee will develop near-term approaches to accounting for costs and budgeting of IT. 3. The sub-committee will consult with OMB and ABT to determine the best longer-term approaches.
Issue 7: Becoming One IT Organization Department IT managers and staff are being asked, through this reorganization, to align themselves with two organizations – one being the Department they work in and with whom they have a relationship, and the second being the new KCIT- which is being newly formed and within which new working relationships need to be developed.	This issue will be addressed over time, while the transition to the new structure occurs through implementation of the Communication Plan and the Culture Change Initiative. Transition teams should call out any specific needs or supports that their Department needs in this area.